

GSA Western Regions' Client Enrichment Series

Hosted by Casey Arnold, Regional Account Manager, GSA Region 9

Welcome to the July 17, 2012 presentation on:

Workplace Solutions
the presentation will start at 10:30 AM PST

Phones are automatically muted during the presentation. You have the ability to send questions to the host and presenters through the chat feature. They will answer as many of the questions as possible at the end of the presentation. All questions will be captured, and answers sent to all participants within 2 weeks.

Coming in August: webinar on *Emergency Leasing Structure*





Gerald Mullarkey,

Transaction Manager,

Regional Chief

Architect Staff, R9

Transforming the Workplace – Presented By:

Kevin Kelly, RA, Senior Architect, PBS WorkPlace PMO

and

with

Maria Ciprazo, **Regional Chief** Architect, PBS - R9

David Lampert, **GSA/FAS Customer** Service Director, Bay Area



transforming the workplace

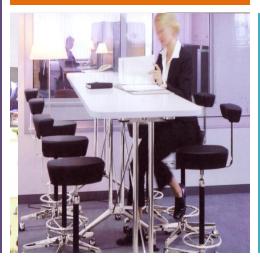


OVERVIEW

SUSTAINABLE

EFFICIENT





MOBILE

- WHAT'S DRIVING
 WORKPLACE
 TRANSFORMATION?
- WHAT ARE THE CHALLENGES AND SOLUTIONS?
- HOW DO YOU GET TO THE THOSE SOLUTIONS
- EXAMPLES OF REALLY WORKABLE SOLUTIONS



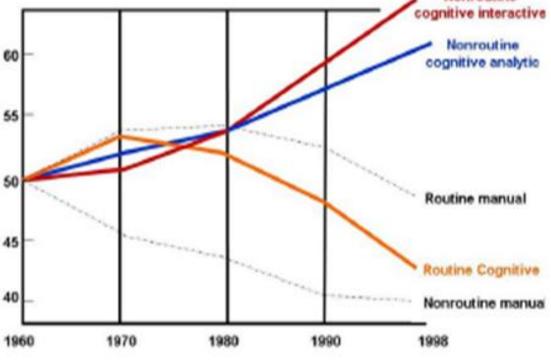
Nonroutine

TRADITIONAL SPACE DOES NOT SUPPORT CURRENT WAYS OF WORKING

 WHAT'S DRIVING WORKPLACE **TRANSFORMATION?**

Solitary, sedentary, Paperbased work is on the decline...





Credit: Autor, Levy and Murnane



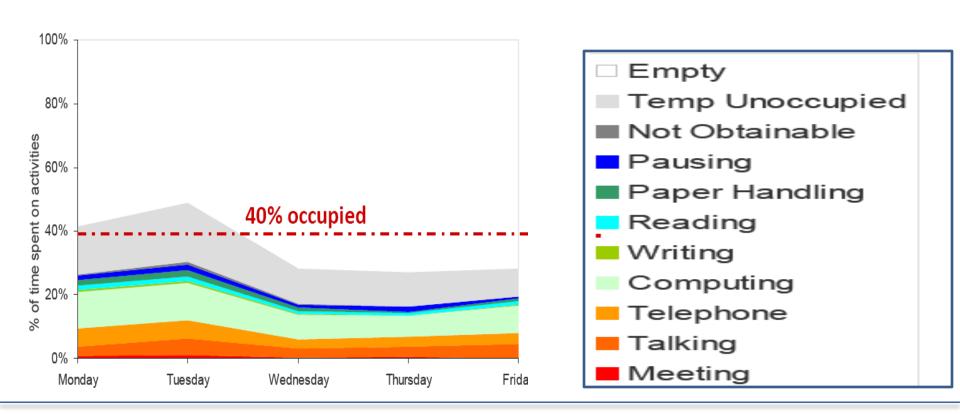
WHAT'S DRIVING **WORKPLACE TRANSFORMATION?**

"PASSING THE TORCH"



"HOW WELL DOES YOUR WORKPLACE PERFORM?"

 WHAT'S DRIVING WORKPLACE TRANSFORMATION?





- June 2010 Presidential Memo
- Telework Enhancement Act
- OMB No Net New
- Congress (FY Budget)
- Technology enabling mobility
- Environment

 go green

 WHAT'S DRIVING WORKPLACE TRANSFORMATION?



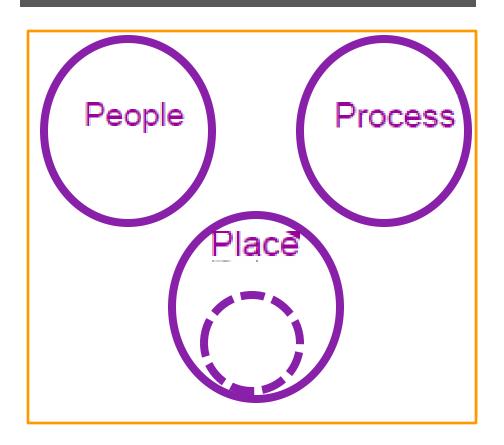








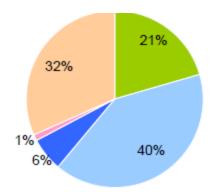
VIEW OF WORKPLACE



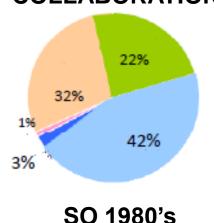
- •ALL ELEMENTS WERE
 CONSIDERED TO BE
 SEPARATE AND DEALT WITH
 SEPARATELY
- •BECAUSE THERE WAS NO
 APPRECIATION ABOUT HOW
 ONE ELEMENT AFFECTS
 ANOTHER, SIMPLY
 ECONOMIZING ON SPACE
 WAS CONSIDERED GOOD
 BUSINESS



AN ACTUAL
ORGANIZATION SPACE
DISTRIBUTION OF A
CLIENT AGENCY



PRESERVING
WORKSTATION
SIZE AT THE
EXPENSE OF
COLLABORATION



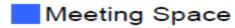
SINCE THE 1980'S-ERA SPACE REDUCTIONS, WORKSTATIONS HAVE GROWN IN SIZE AND COLLABORATION SPACE HAS SHRUNK.

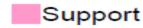
MAJOR REASON FOR THE MODERN WORKPLACE: TO BE WITH OTHERS. HEADS-DOWN WORK CAN OFTEN BE DONE ELSEWHERE AS FEFICIENTLY AS IN THE OFFICE.

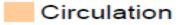
CUTTING COLLABORATION SPACE MAKES NO SENSE







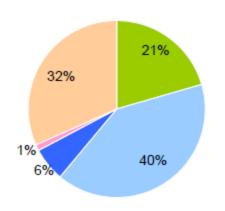


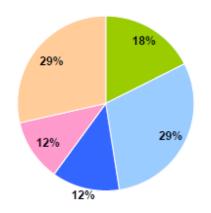




AN ACTUAL
ORGANIZATION SPACE
DISTRIBUTION

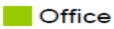
GSA'S RECOMMENDATION, BASED ON WORK ANALYSIS OF THE ORGANIZATION





GSA, IN CONCERT WITH TOP
WORKPLACE STRATEGY AND
DESIGN FIRMS HAVE DEVISED A
WAY TO DEVELOP YOUR IDEAL
SPACE DISTRIBUTION.

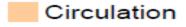
AFTER STUDYING THIS AGENCY,
DOUBLING THE MEETING SPACE
AND HALFING THE WORKSTATION
SPACE MADE SENSE FOR THEIR
MOBILE WORK STYLE.













THE FOUR BUILDING BLOCKS OF A MODERN WORKPLACE "DIET"

- Provide variety but consume only what you need to get the job done
- •Think of collaboration space as organizational protein
- •Think of excessive private space as the organization's bad cholesterol
- •Think of well organized, acoustically comfortable private space as the good cholesterol

THE HEALTHY MODERN WORK PATTERNS THRIVE ON A VARIETY OF WORK SETTINGS

AIRPORTS AND AIRPLANES SMALL COLLABORATION ROOMS

HOME OFFICE

COFFEE SHOP How do you do it?





For small engagements, GSA uses a Needs Assessment

Questionnaire to facilitate client conversations that reveal work patterns& to find what works/ what doesn't and what does the client wish they had

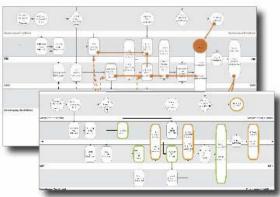
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Space Summe								
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3,000 of offices, containing, and institutes species								
3,225 of meeting rooms, flox, alongus, printers, organic, ats.								
700 of space reputing special build out								
7,800 el								
3.0%		30 of Section 15th Medicine. 30 of Installation (5, 8 factor for provide lasting that place in Medicine).						
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Distribution of	f Barton	700 W	1,000 at	mindividual Workspaces Standard Support Spaces Special Support Spaces internal Circulation				
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This leads to an interactive way of doing (and visualizing) programming

For larger engagements: multiple research and analysis tools



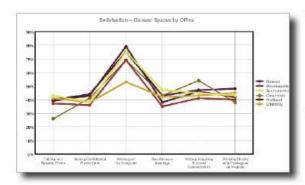
SITE TOURS & LEADERSHIP INTERVIEWS



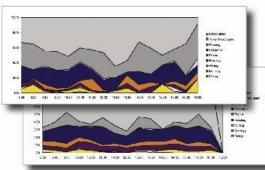
REAL ESTATE PROCESS
ANALYSIS



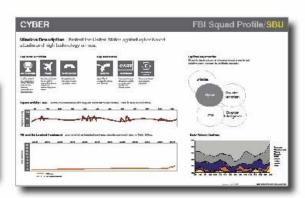
CAMERA EXERCISES



CBE WORKPLACE SURVEY



ACTIVITY ANALYSIS



TASK FORCE PROFILES

Requirements Development Schedule: DOS OBO – Rosslyn, VA

Participants

Group Employees Group Leader Group Rep. Facilities or Real Estate POC

DEC 2010

JAN - FEB 2011

MAR 2011

APR 2011

MAY 2011

MAY 2011

JUN 2011

background information

Headcount Data

Organization Charts

Existing Space or Furniture Plans

> Space Management Standards

advance research

Leader Questionnaires

Employee Web Survey

ent

on-site research

Joint-Leader Kick-Off & Visioning Session

Individual Leader Interviews

Assessment Walk Through

Employee Focus Group draft deliverables

WorkPlace Recommend. Report

> Space Program

SFO Special Requirements review & refinement

Individual Leader Refinement Sessions

> Joint-Leader Debrief Session

final deliverables

WorkPlace Recommend. Report

> Space Program

SFO Special Requirements Draft
Occupancy
Agreement

People | Place | Technology | Work

TOGETHER WITH THE NATION'S TOP WORKPLACE STRATEGY DESIGN FIRMS, GSA HAS DEVELOPED A COMPREHENSIVE TOOL TO ENVISION THE RIGHT DESIGN CHOICES TO SUPPORT YOUR ORGANIZATION'S WORK PATTTERNS...



Introduction to Workplace Solutions Library

Explore WSL



There are several different sections within this library, ranging in topics from work patterns to how to select the right panels for a workstation. As described in the Introduction video, you could either explore the different sections on your own or follow a guided tour. Read below for more information.

Guided Tour





www.workplacesolutionslibrary.com



Work

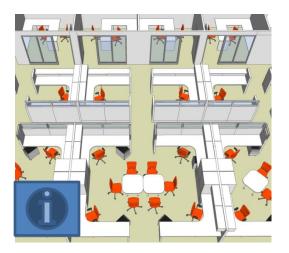
GSA's 6 Work Pattern Methodology in a nutshell:

the design fits the work, not the other way around

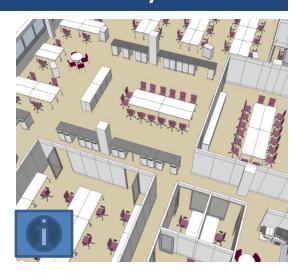












Each of these 3 main headings is further differentiated between "concentrative" and "interactive"



GSA's 6 Work Pattern Methodology Helps identify mobility opportunities:



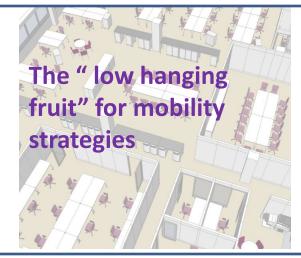




Internally Mobile

It depends:

Some of these headdown workers cannot be mobile. Others, (writers and lawyers, for instance) are well suited to mobility These workers are often in management, going from one meeting to another which may inhibit mobility



Knowing the Group's Predominant Work Pattern Gives You A Shopping List!





Internally Mobile



Individual Workspace Attributes

- file drawers
- · low-mid height panels
- no guest seating
- no tables
- mobile screens
- file retrieval bins
- · view of team
- whiteboard

Shared Amenities

quiet rooms

Individual Workspace Attributes

- limited file drawers
- mid to high height panels
- no guest seating
- no tables
- no screens
- limited paper management
- no view of team required
- · no whiteboard

Shared Amenities

- team file storage
- · team rooms
- · quiet rooms

Individual Workspace Attributes

- mobile storage unit
- low to mid height panels
- no guest seating
- no tables
- no screens
- no paper management
- view of team required
- no whiteboard
- mobile technologies

Shared Amenities

- team file storage
- team rooms
- webcast / video conferencing
- scanning capabilities

GSA's 6 Work Pattern Methodology Helps Zone activities to improve acoustic comfort:



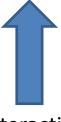




Desk Bound

Internally Mobile

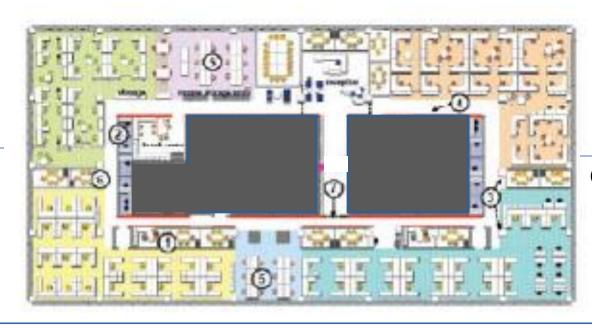
Externally Mobile



interactive

Concentrative







Concentrative





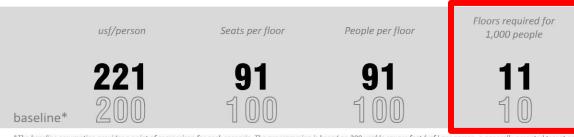
Step 3: Options

Sample Project Options	Space Standards	Space Standards	Space Standards
Washington DC Metro	Only	Share 1.5:1	Share 2:1
People:	115	115	150
Seats:	115	75	75
Total Space (USF):	26,800	20,800	19,600
Utilization Rate (USF/Person):	230	180	130
Annual Rent Saved:	\$ 180,000	\$ 350,000	\$ 700,000
Carbon Emissions Avoided (Tons CO2e):	60	200	400
Cars off the road:	10	35	70
Tree seedlings grown for 10 years:	1,300	4,625	9,250

Which option is best? It DEPENDS!

- 40% employees surveyed would give up an office
- Non teleworkers 3X more likely to say impediments are "significant"
- 50% of spaces unoccupied at any given time
- 48% of staff out of office 2+ days / week already

SCENARIO 1 1,000 person



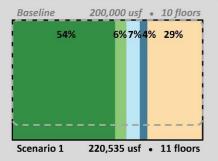
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PROGRAM TRIGGERS **INDIVIDUAL SPACE ALLOCATION** more open more enclosed 20% offices 80% offices 80% workstations 20% workstations SPACE STANDARDS smaller larger 36 sf workstations 64 sf workstations MOBILITY with sharing without sharing 1/3 staff share assigned desks for all staff spaces at 2:1 ratio (staff to space)

FLOORPLAN LEGEND Offices Workstations Collaborative Support Circulation Shared

REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR

✓ ALLOCATION OF SPACE



✓ OFFICE & WORKSTATION SHARING Quantity required for 1,000 people

200 Workstations

0 200 400 600 800 1000





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PROGRAM TRIGGERS INDIVIDUAL SPACE **ALLOCATION** more open more enclosed 80% offices 20% offices 80% workstations 20% workstations SPACE STANDARDS smaller larger 120 sf offices 150 sf offices 36 sf workstations 64 sf workstations **MOBILITY** with sharing without sharing 1/3 staff share assigned desks spaces at 2:1 ratio for all staff (staff to space)

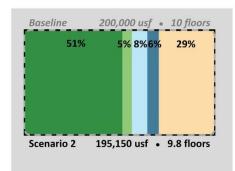
REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR



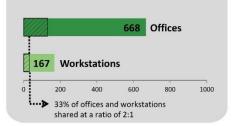
FLOORPLAN LEGEND



ALLOCATION OF SPACE



OFFICE & WORKSTATION SHARING



SCENARIO 3 1,000 person



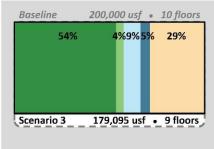
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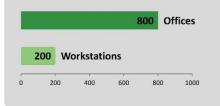
FLOORPLAN LEGEND Offices Workstations Collaborative Support Circulation Shared

REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR

ALLOCATION OF SPACE



✓ OFFICE & WORKSTATION SHARING



SCENARIO 4 1,000 person



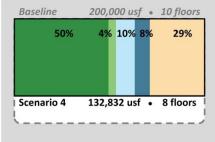
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PROGRAM TRIGGERS INDIVIDUAL SPACE **ALLOCATION** more open more enclosed 80% offices 20% offices 20% workstations 80% workstations SPACE STANDARDS larger 150 sf offices 36 sf workstations 64 sf workstations **MOBILITY** with sharing without sharing 1/3 staff share assigned desks spaces at 2:1 ratio for all staff (staff to space)

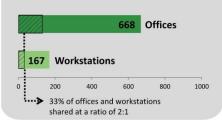
FLOORPLAN LEGEND Offices Workstations Collaborative Support Circulation Shared

REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR

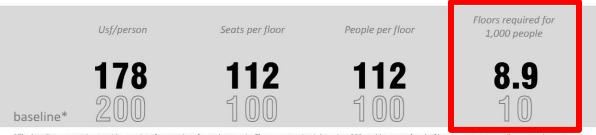
✓ ALLOCATION OF SPACE



✓ OFFICE & WORKSTATION SHARING



SCENARIO 5 1,000 person



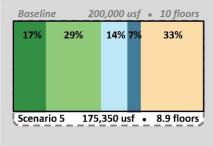
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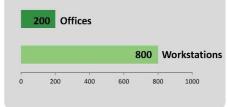


REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR





✓ OFFICE & WORKSTATION SHARING



SCENARIO 6 1,000 person

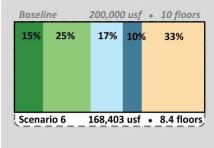


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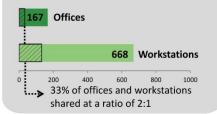
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REPRESENTATIVE FLOORPLAN FOR A 20,000 SF FLOOR FLOORPLAN LEGEND Shared Offices Workstations Collaborative Support Circulation

ALLOCATION OF SPACE



✓ OFFICE & WORKSTATION SHARING



SCENARIO 7 1,000 person

Floors required for Usf/person Seats per floor People per floor 1,000 people 136 6.8 baseline*

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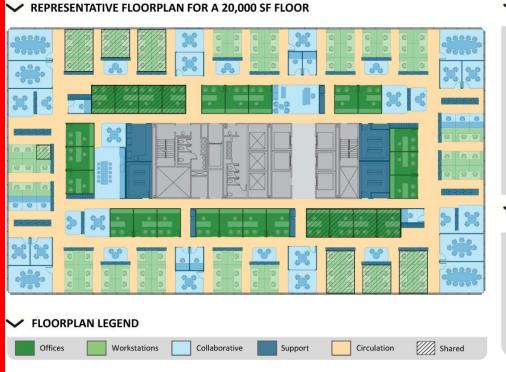
Baseline 200,000 usf • 10 floors 18% 21% 19% 33% Scenario 7 135,750 usf • 6.8 floors OFFICE & WORKSTATION SHARING Quantity required for 1,000 people 200 Offices Workstations 200 400 1000 800

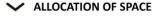
SCENARIO 8 1,000 person

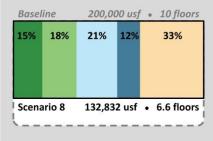


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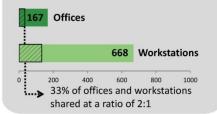
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✓ OFFICE & WORKSTATION SHARING



Understanding the Benefits of Mobility

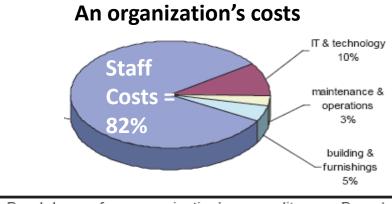
- Analyze work patterns to identify groups that are "low hanging fruit."- and which groups may take longer to adopt mobile work
- Value mobility if it supports the agency mission and results in significant space savings.
- Mobility requires technology investment and cultural reorientation to manage and work remotely

MOBILE WORK Hoteling and free address Mobile within Telework the office • Home While on travel / • Telework Ctr training Coffeeshop At client site



The link between workplace satisfaction and Job Satisfaction

Lighting and air quality conditions are perceived to enhance the ability to work. 74% (lighting) and 61% (air quality).



Breakdown of an organization's expenditures. Based on Brill et al. (2001).

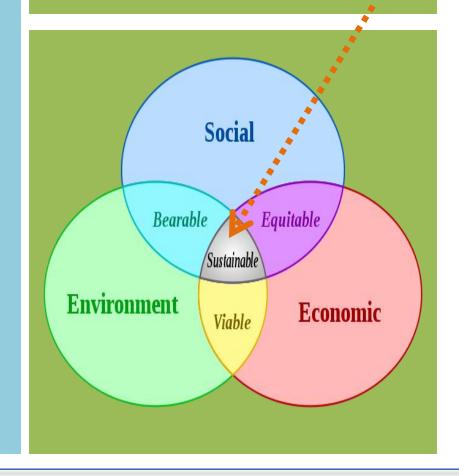
Supporting employee ability to work is just good business...



- Plan to be sustainable up front by determining what the organization really needs!
- The greenest square foot is the one you don't build!
- This saves money and the environment!

For example in Washington, DC 100SF of space = \$5,000 and 1 Ton of CO2 emission

TRUE SUSTAINABILTY IS WHERE ALL 3 REALMS COMBINE





WIN/WIN:

Reducing real estate footprint reduces carbon footprint

- Working from home 1 day / week can save 1 ton of CO2e / year.
- Converting 2 enclosed offices to open layout can save 2 tons of CO2e / year.
- Cutting a square foot of office space can save <u>30lbs</u> of CO2e / year.

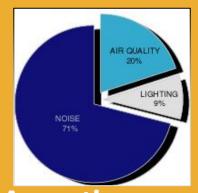


Work





CHALLENGES



Acoustics — as we get closer in the workplace, we need to both collaborate and concentrate



IT PUZZLE— No technology, No mobility!





Change Engagementgetting staff to see the status quo as the problem



Acoustics

Myth:

High cubicle partitions mean less noise, more privacy, and fewer distractions. Just the opposite: Research shows that If you can't see your neighbor, you think don't know how much you are annoying them!



AFTER

Hint: Addressing acoustics pays big dividends – it's the key to speech privacy. Poor speech privacy is no.1 open office worker complaint!

| Technology |



\$1.55 sq.ft.* \$1.81 sq.ft.*

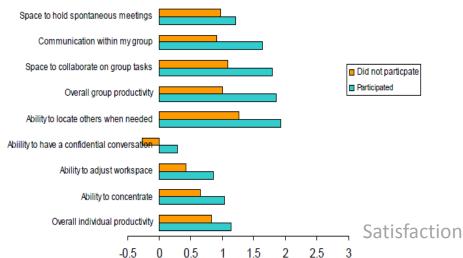
Upgraded Ceiling Tiles

Sound Masking System

To one that allows collaboration without undue distraction for co-worker's allowing greater proximity and real estate savings without compromising productivity

Managing Change is key to implementing mobile work and to cultural acceptance of a new workplace











Information Technology is the key to mobility







- Smart phones, tablets, laptops
- Collaboration software
- Virtual work software
- Video conferencing

Technology |

Electronic filing/scanning



Mobile Work Solutions

- Information Technology
- Furniture & Furnishings
- Personal Property
 Management
- Change Management
- Records Management



Information Technology

IT Schedule 70

Commercial IT Products and Services Contracts

Network Services

End-to-End IT Solutions Contracts



Furniture & Furnishings

Schedule 71

- Systems Furniture
- Multipurpose Seating
- Movable Filing Systems
- Storage Cabinets
 and much more...



Work

Personal Property Management

EXCESS

SURPLUS

SCREENING







AGENCY SCREENING

SCREENING And FEDERAL TRANSFER 21 DAYS

DONATION
NOTIFICATION
5 DAYS

DONATION REMOVAL

SALES

WHAT GSA OFFERS

DOING BUSINESS WITH GSA

LEARN MORE

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Office of Customer Accounts and Research

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- Centralized Mailing List Service
- Customer Service Directors
- Directions to GSA's Customer Accounts and Research
- FY 2012 FAS Customer Survey
- How to Market to the Federal Government
- National Account Managers (NAMs)
- Regional Directors

Customer Service Directors

GSA offers a worldwide network of knowledgeable Customer Service Directors (CSDs). CSDs provide assistance, resolve problems and answer questions from GSA's customers. CSDs also host seminars on a variety of useful topics and are a valuable source of information on all of GSA's programs.

View the <u>Customer Service Director</u> servicing the area in question, or select the state below.



REGION 9 PROJECTS



National Workplace PMO Engagements:

TSA: Los Angeles

| Technology |

EPA: San Francisco

Regional Chief Architect Projects:

- GSA BFMD: San Francisco
- GSA Regional Office: San Francisco



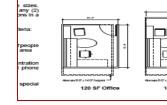
TSA Pilot at LAX



Kit of Parts!

OPERATIONS 5,800 SF

Create order (and economies) with very diverse workplace leases



Individual Workspaces

Furniture Kit-of-Parts

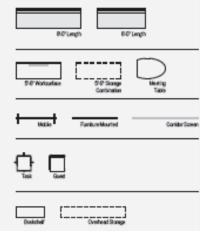
Primary Worksurfaces

Returns

Screens

Chairs

Private Office Complement



49%

7%

10%

34%

EPA's San Francisco Headquarters: WORKPLACE STUDY

ALIGN SPACE TO WORK Incorporate more space types

Percentage of Workspace

INDIVIDUAL WORKSPACES



- Allocation of workspace based on job function
- Standardized workstations for consistent quality and support for staff
- Flexibility to support dynamic team needs

Current Future

36%

29%

8%

27%

GROUP-OWNED SUPPORT SPACES



- · Meeting rooms and focus booths for each division (with access to shared spaces)
- Open meeting areas encouraging and supporting ad hoc sharing and teaming
- Provision of specialized spaces supporting divisional needs

RESOURCE SPACES



- Shared copy/print
- Floor lobby and reception
- Team storage
- Touchdown spaces to support mobile workers, collaborators, and visitors onsite

SPECIAL SUPPORT SPACES



- Regional Records Center
- Library
- Conference and Training
- · EOC
- · Computer Telecommunications Center







People	Place Te	e c h n o l o	g y l	Work
THE WORKPLACE STUDY ALLOWED	Attribute	Quad	Street	Support
AN "EVIDENCED-	Ratios of Private: Public			
BASED" ANALYSIS	Ratios of Open: Enclosed			
OF 3 OPTIONS BY THE ARCHITECT	Individual Workstation Capacity and Viable Seats			Align at 90 degrees to window to improve
(and suggest improvements)	Meeting space location		Good access, inappropriate	Close to the neighborhoods, can

SOLUTION TO EPA'S WORK...

TO TAILOR THE

Meeting space size Meeting space quantity

Least variety of types and sizes

narrow rooms, less flexibility to change sizes not enough variety of meeting spaces

Good for access

for individuals.

location doesn't

support greatest

flexibility

circulation, no

thin spaces,

Columns in

seats

way to walk thru "street", long and

lowest # meeting

Greatest # of seats, Storage most flexible, best location,

incorporate team

storage among workstations

enter from corridor:

slight modification

to position of large

conference rooms

(closer to core) to

improve visitor

Most variety of

change sizes

sizes, flexibility to

(demountable wall)

access.

Storage



PAST: 450 GOLDEN GATE AVE.





PRESENT: NEW SFFB



FUTURE: 50 UNITED NATIONS PLAZA

r. 9 budget & finance management division REALIGNMENT

Location

R9 Regional Headquarters, San Francisco

Scale

5,190sf: 7 managers, 30 staff (1 private office, 36 workspaces, and a print/copy area)

Goals

- Flexibility + touchdown locations
- •Interactive + collaborative work environment
- Naturally, day lit space
- Shared team spaces for ad hoc meetings and privacy
- •Increased density without decreased quality of work environment
- Test new furniture + layouts



r.9 budget & finance management division REALIGNMENT: Before

office of the regional chief architect

GSA WORKPLACE SCORE: 36.5



PRIVATE OFFICES
BLOCKED LIGHT AND
VIEW.
ACCORDING TO
KNOLL STUDY,
PRIVATE OFFICES ARE
UNOCCUPIED 77%
OF TIME.







HIGH PARTITIONS
OFFERED
"FICTIONAL
PRIVACY " THAT
ACTUALLY MADE
ACOUSTICS WORSE

Work

r.9 budget & finance management division REALIGNMENT: After

office of the regional chief architect

GSA WORKPLACE SCORE: 76.5



MORE ENCLOSED SPACE FOR COLLABORATION.

ACCESS TO LIGHT AND VIEW FOR EVERYONE=SPATIAL EQUITY







GREAT ATTENTION
TO ERGONOMICS
AND PROVISION FO
WORKER COMFORT.
WORKER
INDIVIDUAL
CONTROL MAKES
HAPPIER WORKERS.

r. 9 50 un plaza office of the regional chief architect Future Home of the Pacific Rim Region

RENOVATION

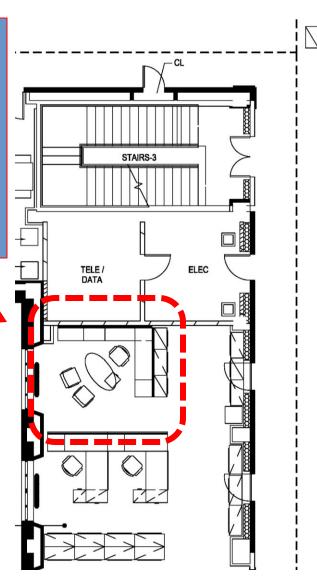


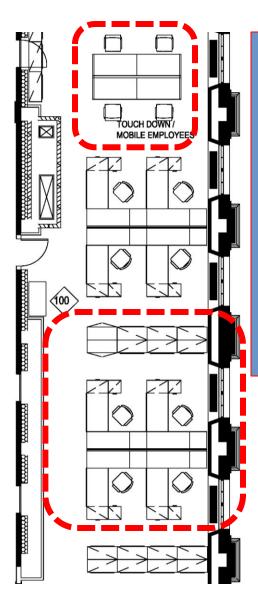
STRUCTURE

r.9 Increased Mobility

office of the regional chief architect

Supervisor /
Director /
Leadership
Workstation





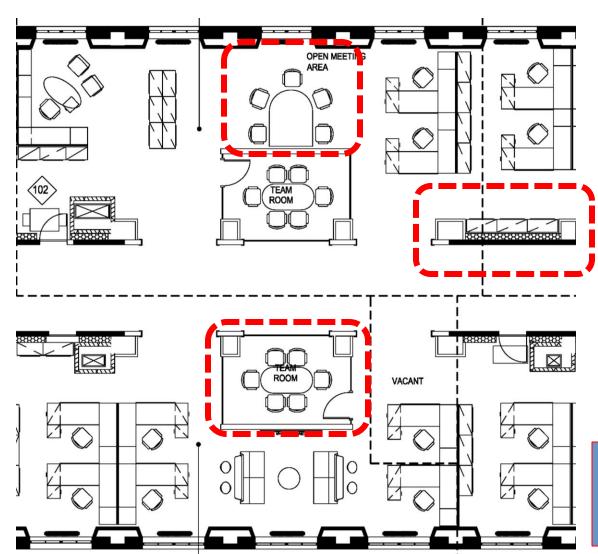
Open office environment –

Efficient Individual Workstations

Touchdown
Workstations:
Increased
Mobility

Shared filling

office of the regional chief architect







- Impromptu meeting rooms (3-6)
- Open Collaboration meeting area (4-8)
- Shared filling

Sample Scenarios

For an office of 100 people in 8'x10' workstations/offices:

8,000 USF Workstation/office SF Support/Special SF 7,500 USF 40% Circulation: 6,200 USF Total: 21,700 USF

= 217 USF/pp

USF/pp – Useable Square Feet/per person

- Reduce workstation standards from 8'x10' to 8'x8'
- No workstation sharing

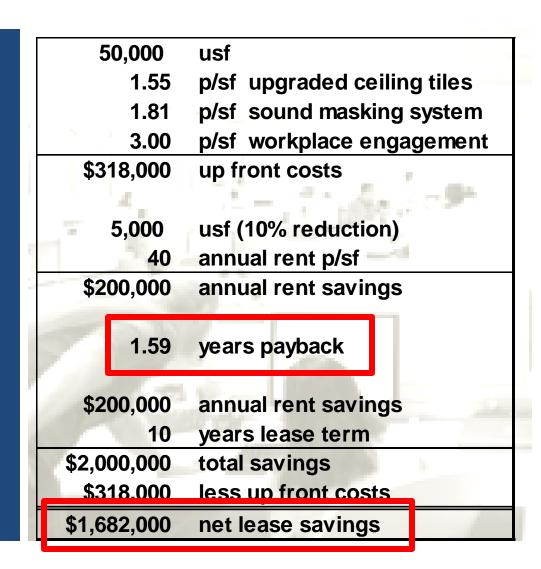
Technology |

= 195 USF/pp

- Keep workstations at 8'x 8'
- **Increase workstation sharing to 1:3** (1 workstation to 3 employees)

= 135 USF/pp







WORKPLACE STRATEGIES



- RIGHTSIZE current space guidelines & standards
- Allocate space based on HOW PEOPLE WORK
- SHARE support spaces across the organization
- Understand the implications of mobile work





- CREATE a place where people want to work
- Encourage and support COLLABORATION AND CONCENTRATION
- Improve STAFF EFFECTIVENESS
- Produce energy & carbon SAVINGS



People Place

| Technology |

Work

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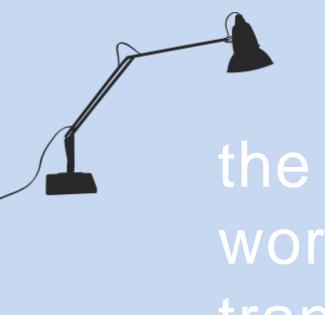
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the workplace transformed

QUESTIONS?



Work

